

**SSH Group Ltd  
ACN 140 110 130  
(Company)**

**Corporate Governance Policies**

**Diversity Policy**

---

## 1. Diversity Policy

The Company is committed to actively managing diversity as a means of enhancing the Company's performance by recognising and utilising the contribution of diverse skills and talent from its Directors, officers and employees.

Diversity involves recognising and valuing the unique contribution people can make because of their individual background and different skills, experiences and perspectives, including persons with co-existing domestic responsibilities. Diversity may result from a range of factors including age, gender, ethnicity, cultural background or other personal factors. The Company values the differences between its people and the contribution these differences make to the Company.

### 1.1 Role of the Board

It is the responsibility of the Board to foster an environment where:

- (a) Individual differences are respected.
- (b) The ability to contribute and access employment opportunities is based on performance, skill and merit.
- (c) Inappropriate attitudes, behaviours and stereotypes are confronted and eliminated.

### 1.2 Objectives

The Company encourages diversity in employment, and in the composition of its Board, senior executives and its workforce generally, as a means of ensuring the Company has an appropriate mix of skills and talent to conduct its business and achieve the Company's goals.

Specifically, the Company will provide equal opportunities in respect to employment and employment conditions, including:

- (a) **Hiring:** The Board will ensure appropriate selection criteria based on diverse skills, experience and perspectives is used when hiring new staff, including Board members. Job specifications, advertisements, application forms and contracts will not contain any direct or inferred discrimination. The Board is empowered to engage professional consultants to assist in the hiring process by presenting diverse candidates to the Company for consideration.
- (b) **Training:** All internal and external training opportunities will be based on merit and in light of Company and individual needs. The Board will consider senior management training and executive mentoring programs to develop skills and experience to prepare employees for senior management and Board positions.
- (c) **Career Advancement:** All decisions associated with career advancement, including promotions, transfers, and other assignments, will meet the Company's needs and be determined on skill and merit.

### 1.3 Achieving diversity

Given the Company is currently in an early stage of its development, the application of measurable objectives in relation to gender diversity at various levels of the Company's business is not considered to be appropriate nor practical.

The Board will review this position on an annual basis and will implement measurable objectives for the composition of the Board, senior executives and the Company's workforce generally, as and when it is deemed appropriate for the Company to require them. The future implementation of any measurable objectives will be disclosed to Shareholders via the Company's website and outcomes following the implementation of measurable objectives will be disclosed in its annual report.

In lieu of the application of measurable gender diversity objectives, the Board will be active in its implementation of the objectives set out in paragraph 1.2 above in relation to hiring, training and career advancement. The results of implementing such objectives will be highlighted in the Company's annual report.

#### **1.4 Work environment**

The Company will ensure that all officers, employees and contractors have access to a work environment that is free from harassment. The Company will not permit unwanted conduct based on an officer, employee or contractor's personal circumstances or characteristics.

The Board and senior managers are required to ensure that the work environment is harassment free, and to ensure that complaints or reports of sexual, racial or other harassment are treated seriously, confidentially, and sympathetically by the Company.

#### **1.5 Reporting Responsibility**

It is the responsibility of all directors, officers and employees to comply with the Company's Diversity Policy and report violations or suspected violations in accordance with this Diversity Policy.

The Board will proactively monitor Company performance in meeting the standards and policies outlined in this Policy. This will include an annual review of diversity objectives set by the Board, and progress in achieving them.

The Board will consider setting key performance indicators for the Board, the Managing Director (or equivalent), where applicable, and senior executives that are linked to the achievement of diversity objectives set by the Board.

#### **1.6 Compliance with this Diversity Policy**

Any breach of compliance with this Diversity Policy is to be reported directly to the Chair. Anyone breaching this Diversity Policy may be subject to disciplinary action, including suspension or termination.